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SUGGESTED DCI REMARKS

FOR

18 SEPTEMBER 1984 ANNIVERSARY CELEBRATION

I am pleased and proud to take part once again in celebrating the Agency's anniversary and to join you in a ceremony honoring our employees who have contributed significant service to our mission. Our sense of purpose and mettle have been tested many times, both here and abroad, during the past 37 years, but we can take pride in the knowledge that our product has been invaluable to our presidents in governing this great nation. During this period, like so many of our men and women here today, the Central Intelligence Agency has reached its prime.

We have learned to do many things well. We also have learned from our mistakes and how to prevent similar problems. With this experience, we are better able to face the future. On the other hand, now that we have matured, both as an institution and as individuals, we must be alert to and resist the temptation to try only those things experience tells us will work. We must always look for better ways to do our job and rededicate ourselves to doing the best possible, whatever role we play as individuals. Our most valuable resource continues to be our employees and you here today collectively represent several thousand years of experience. Without talented, dedicated personnel, it would be

impossible to provide the high quality intelligence product on which our country's leaders rely in making decisions affecting the national interest and well-being.

The President's complimentary remarks during last spring's groundbreaking ceremony for the new building served to reinforce a message I often receive in private from the White House about the quality and utility of the intelligence we provide. There is new faith today among our nation's leaders about our estimates, our research and our reporting in general that should give us cause for great pride. Unfortunately, due to the nature of our business, this is not a subject that gets much public attention, but I want you to understand that we have earned new respect among policymakers for the work we do and that your contributions do make a difference and are greatly appreciated. I am proud of the progress we have made towards excellence and encourage each of you to continue the maximum effort.

We must never forget that "excellence" in this Agency is the result of efforts of all the employees. We need the continued cooperation, commitment and energy of the real people who do the real work in this Agency--analysts, scientists, secretaries, case officers, support people, and many others. I have encouraged managers to get to know their people and to be sensitive to their problems. Managers should get out and move about in the working spaces. This "management by walking around" is important because it keeps managers in touch with the people and avoids the

isolation that can occur when managers remain in their offices. The DDCI and I are practicing what we preach by visiting many of the working spaces and outlying buildings and will continue to do so.

In addition to excellence in the substantive work of this Agency, excellence also extends to an improved working environment. In this spirit, some improvements have already been undertaken, such as providing new lighting in our corridors, replacing floor tiles, and painting the walls. Also, the gym has been painted, the running track upgraded, and new lockers and Nautilus equipment have been installed as part of our concern for the health and fitness of our employees. More significantly--and most obvious--construction of the new building has begun. We are on schedule and plan to be able to begin occupying the new building in early 1987. Construction on the parking deck should begin shortly, as soon as the temporary parking lot behind the Printing Services Building has been completed to handle the cars displaced from the West lot. The parking deck is designed to accommodate 2500 cars and we expect it to be ready for use by late 1985.

With regard to other matters of current interest, the problem of leaks is paramount in my mind. The problem of leaks is the most serious security problem in intelligence today. Last year, over 250 leaks were serious enough to warrant an Intelligence Community investigation. These leaks have hurt the credibility of the U.S. Government. We are getting known throughout the world as

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Leaks cause serious threat to our people and our operations and will not be tolerated. All Agency personnel must cooperate not only in tightening up and educating others to the problem we have, but in sending a signal that we mean business. It is every employee's responsibility to protect our classified information and to report promptly any leaks or potential leaks. I take my statutory responsibility to protect sources and methods extremely seriously, and I urge every Agency employee to take his or her responsibility in this matter equally as seriously.

Each year, at this time, we honor a representative group of dedicated employees who have completed significant milestones in their careers. I am happy to be able to honor many of you personally this morning as we acknowledge the service each of you has provided in the interest of our country's national security.